

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Hallmark Custom Cabinetry

Utah Manufacturing Extension Partnership

Applying Lean Helps Hallmark Custom Cabinetry

Client Profile:

Hallmark Cabinet is a custom cabinet manufacturer located in Salt Lake City, Utah. The company was purchased by G.S. Burton Manufacturing in 1985 and employs 54 people.

Situation:

Hallmark was constantly seeking new ideas to exceed customers' expectations as well as foster employee satisfaction. The company had achieved some Lean principles, such as flow in assembly lines and processed batches, but they needed the entire Lean picture to grasp processes and achieve the desired improvements. Hallmark contacted the Utah Manufacturing Extension Partnership (MEP Utah), a NIST MEP network affiliate, for help.

Solution:

MEP Utah provided training for all Hallmark employees in Lean 101, Value Stream Mapping (shop and office), 5S, Standard Work, Kanban (pull system), and SMED (single minute exchange of die or set-up reduction) and continued to work with Hallmark for a period of two years through training and coaching on a weekly basis. Some of the concepts that had great impact on the facility and its operations were training development, 5S, and Standard Work. All employees became familiar with the Lean language and proud to work in a clean environment. Tools and carts were organized and labeled, and shadow boards and visual locations were added to make any abnormalities easy to be seen and solved quickly. A notable difference in Hallmark's employees was that they started to look for problems to solve and found a way to eliminate cleaning around a particular boring machine. With the help of MEP Utah, Hallmark applied the tool of Standard Work development in the manufacturing and office areas, and also in the designer area located at specific dealers. This process allowed employees to get correct information quickly, and they also learned how to define the receipt with visual pictures which ultimately saves the customer money.

Results:

- * Increased revenue by 40 percent.
- * Reduced lead time by 20 percent.
- * Reduced cleaning time from 20 minutes per day to 0 minutes per day.
- * Improved employee morale

Testimonial:

"The total Lean process has opened our eyes to a much greater potential. We thought we were maxed out with production in our current facility, but with the help of the MEP Utah and an open mind, we have increased production higher than we ever thought we could. Now we can see a lot more room for improvement and increased revenues as a result."

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Greg Burton, President/Owner